

COUNTY OF MILWAUKEE
Interoffice Memorandum

DATE: July 15, 2002

TO: County Executive Scott Walker
County Board Chairman Karen M. Ordinans

FROM: Terry D. Kocourek, Fiscal and Budget Administrator
Jerome J. Heer, Director of Audits
Rob Henken, County Board Director of Research

SUBJECT: **Report on Department of Administrative Services (File No. 02-281)**

BACKGROUND

On January 24, 2002, the Milwaukee County Board of Supervisors approved File No. 02-79, which directed the Department of Audit to conduct a review of the organizational structure of certain County departments. On May 3, 2002, the Department of Audit submitted to the County Board a review of the Department of Human Services (DHS).

One of the key recommendations contained in the DHS review was that the County restructure administrative functions across County government through the creation of a single department to provide administrative services to all other County departments. This new "Department of Administrative Services" would take the place of the Department of Administration and have as its core mission the provision of "overhead" functions to County departments – such as accounting, budgeting, human resources, information technology and procurement. The report suggested that while administrative functions would be centralized for accountability purposes, staff from this department would continue to be deployed in other departments in order to provide those departments with timely and effective customer service. The Department of Audit has found that similar models are being utilized by other local jurisdictions.

On May 23, 2002, the County Board adopted Resolution File No. 02-281, which expressed the Board's "desire to pursue" the concept proposed by the Department of Audit. The Resolution directed the Department of Administration, Department of Human Resources, Department of Audit and County Board staff to prepare a report for submission to the County Executive and County Board specifying how this concept should be implemented as of January 1, 2003.

Specifically, the report was to include, but not be limited to, the following information:

1. An organizational chart for the new Department of Administrative Services listing all proposed positions (and pay ranges for those positions), as well as charts indicating the positions that are proposed for transfer from other departments and positions that are proposed for abolishment.
2. Information indicating projected tax levy impacts.

3. Discussion regarding the impact on County programs and services that would be associated with such a plan.
4. Discussion and recommendations regarding the simplification of administrative rules and procedures.
5. Recommendations for ensuring that the Department of Administrative Services will be accountable for the provision of high-quality services, and that performance measurement will take place involving customer surveys and other appropriate tools.

Immediately following adoption of this Resolution, a work group consisting of staff from the Department of Administration, Department of Audit and the County Board began meeting to develop the report as directed (the Acting Director of Human Resources participated in several meetings but voiced concern about making personnel recommendations given her "acting" status). Included among the group's activities were a series of discussion sessions with major department heads and top departmental fiscal and human resources personnel.

The recommendations that follow take into account the insights and concerns that were brought forward by County departments while attempting to achieve the efficiencies and tax levy savings that were sought by the County Board and County Executive. It is clear that significant budget cuts will be required to address a projected 2003 budget shortfall that exceeds \$50 million. This report – in accordance with File No. 02-281 – articulates a framework that would lead to overhead savings as part of overall budget reduction efforts.

It is critical for policymakers to recognize the strong relationship that exists between the successful implementation of the proposed new administrative services structure and the changes in administrative rules and procedures that are proposed in a later section of this report. Changes in departmental and countywide processes and procedures must occur to reflect the reality that fewer individuals will be available to fulfill the administrative requirements of County government. In order for those individuals to meet the demands of departments, certain administrative requirements must be eliminated and others must be reduced or streamlined. Successful implementation also will be dependent upon a cultural change that will view administrative services as a customer-driven function that is based on providing departments with the tools they need to successfully achieve their mission.

DEPARTMENT OF ADMINISTRATIVE SERVICES – ORGANIZATION

The organizational chart on the following page depicts the structure of the recommended Department of Administrative Services (DAS).

As the chart demonstrates, **the new DAS would be comprised of four major divisions: Human Resources; Fiscal Affairs; Procurement and Disadvantaged Business Development; and Information Management Services.** Separate organizational charts and write-ups on each of these divisions are provided below. In terms of the overall departmental structure, the following major modifications to the existing structure of the Department of Administration (DOA) are recommended:

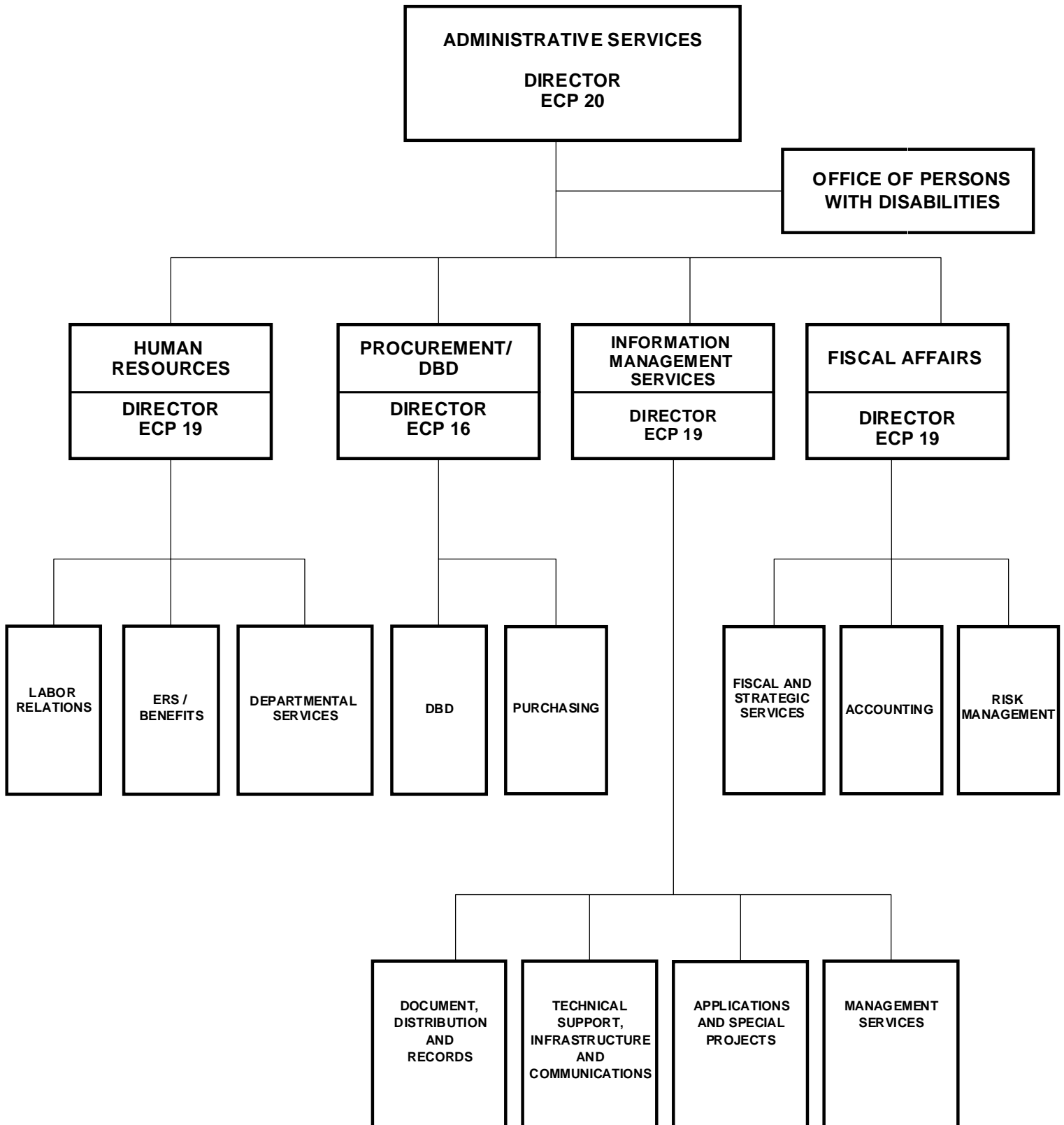
- ❑ **Three DOA divisions would be removed from the new DAS: Housing and Community Development; County Health Related Programs (CHRP); and Economic Development.** In regard to Housing and Community Development and CHRP, the work group agrees with a recommendation issued by the Department of Audit that these divisions should more logically be combined with each other and the DHS Economic Support Division to form a new department. In regard to the Division on Economic Development, the work group suggests that several alternative frameworks be considered and that a decision be made based on policymakers' determination of the County's appropriate role in economic development activities. One option would be simply to fold the department and all of its existing functions into the Department of Public Works. Another would be to fold the Real Estate section into the Department of Public Works and eliminate functions currently performed by the Division's Economic Development section.
- ❑ **The DOA Procurement Division and the DOA Disadvantaged Business Development section would be combined.** Additional details are provided below.
- ❑ **The Department of Labor Relations, which was placed under the jurisdiction of DOA as part of the 2002 Adopted Budget, would be folded into the Department of Human Resources (DHR). DHR, in turn, would become the Division of Human Resources and would be folded into the new Department of Administrative Services.** Again, additional details on this new division are provided below.
- ❑ **The Office of Persons with Disabilities would be shifted from a free-standing office under the purview of the County Executive to DAS.** This move recognizes that most of the services provided by the Office are on behalf of departments who are seeking to make their programs or services more accessible to persons with disabilities. It is also believed that housing the Office within DAS would improve its coordination with the capital planning function and ensure that consideration of access for persons with disabilities occurs at the "front end", as opposed to later in the planning process when modifications often add to the cost of a project. This shift would result in elimination of one clerical position within the Office, as clerical duties would be absorbed by DAS clerical staff.

DAS Division of Human Resources

The new Division of Human Resources (DHR) would reflect the centralized administrative services model suggested by the Department of Audit. **All human resources personnel countywide would be consolidated within DHR. Teams of human resources professionals then would be re-deployed into departments to serve major functional areas.** Anticipated benefits that would be gained from this approach include the following:

- Currently, departmental human resources personnel who are seeking individuals to fill vacant positions must solicit the assistance of central DHR staff in order to adhere to proper procedures and complete required paperwork. Under the new approach, centralized DHR staff that are assigned to departments would be well-versed in all aspects of the hiring process and would be empowered to prepare lists, develop tests and perform other functions currently performed by staff in the downtown office. This would streamline the hiring process and result in better service for departments.

DEPARTMENT OF ADMINISTRATIVE SERVICES



- The “team” concept is expected to increase efficiency and improve customer service by blending departmental expertise and specialized human resources skills. It is envisioned that the teams would be managed by individuals who previously led the human resources function within major departments. Additional team members would consist of a combination of departmental and central DHR staff. This combination of talent would ensure that individuals with expertise in specific human resources functions are readily available to assist departments with their unique needs. At the same time, necessary departmental expertise would be retained.
- The consolidation of countywide human resources personnel would eliminate the need for separate human resources bureaucracies in both the central office and major departments and would thereby achieve cost savings by allowing for the abolishment of several positions.

The organizational chart on the following page illustrates how the new DHR would be organized. In addition to establishing a new Departmental Services section to implement the “team” concept, the new organization would reflect the following significant changes:

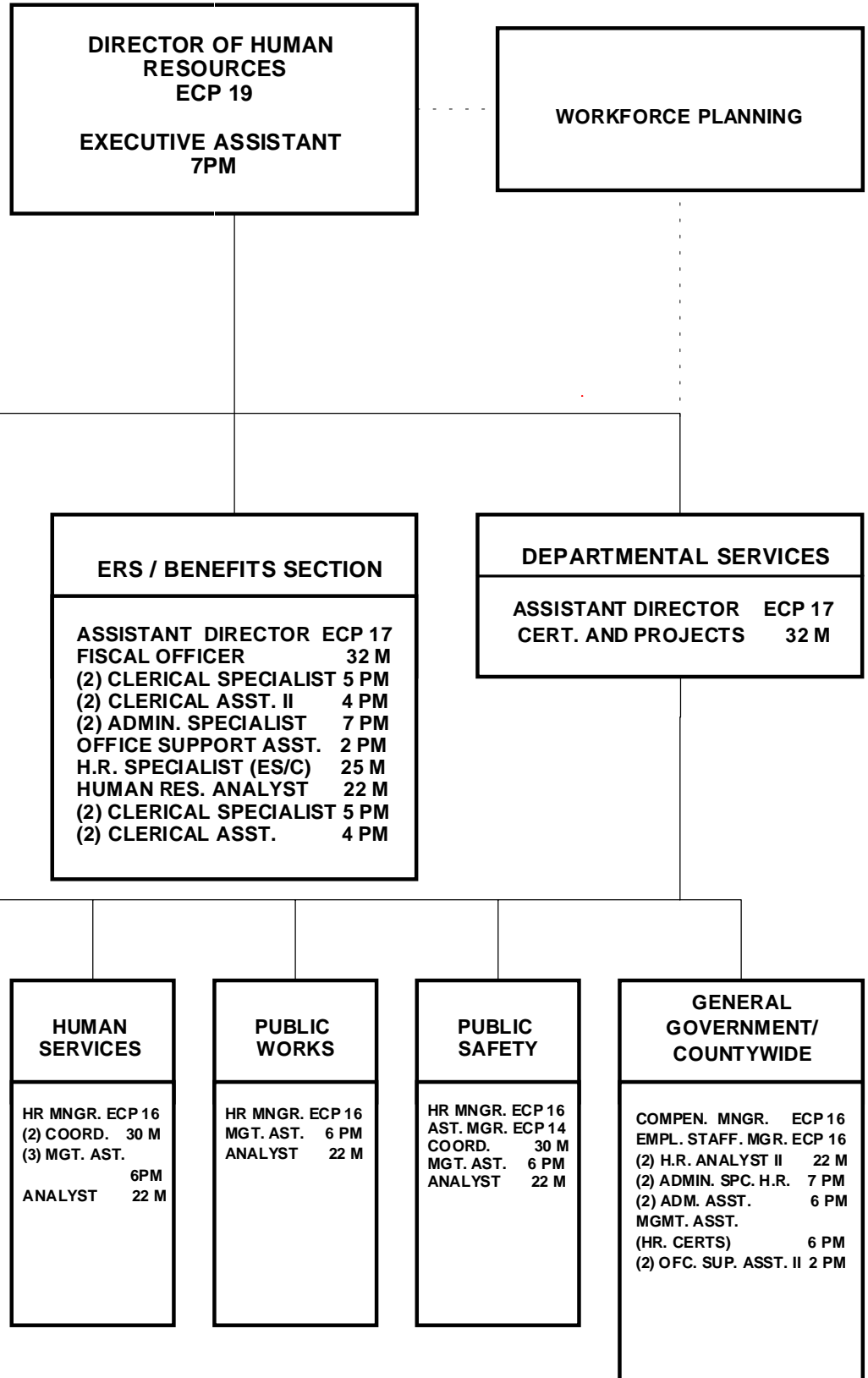
- As noted above, **the Department of Labor Relations (DLR) would be folded into the Division of Human Resources, where it would become a section of DHR.** This recommendation is justified by the close working relationship that already exists between DLR and DHR and the desire to better coordinate the activities of each of those functions with the Fiscal Affairs Division. By housing all three entities under the new DAS – and including DLR within DHR – the County would achieve better coordination and inject greater fiscal foresight into the formulation of labor negotiating strategies.

This consolidation also is expected to improve the ability of departments to efficiently address employee grievances. Several departmental HR managers noted that they spend considerable time dealing with such grievances. Under the proposed new structure, departments and their DHR teams would be encouraged to turn to the Labor Relations section to support grievance activities and establish consistent countywide practices.

In regard to cost savings, it is recommended that the DLR Director position be reclassified from ECP 19 to ECP 16 to reflect the placement of the position under both the DAS and DHR Directors. This reclassification also is justified because the position is envisioned as being a central component of the County’s labor negotiating team, as opposed to having exclusive authority over all labor negotiations. The work group also recommends that the Assistant Director of Labor Relations position (ECP 18) be abolished and replaced with a Labor Relations Coordinator (30M), who would be transferred from the Department of Public Works to play a greater role in addressing grievance issues. It is envisioned that the two existing DLR employees would be retained in the new section.

- **The existing DHR divisions on Employee Group Benefits and Employee Retirement would be combined.** This consolidation would take advantage of the similarities between the administration of employee benefits and retirement benefits, and would enable the new division to streamline administrative staff. Currently, each division is headed by a manager at the pay grade of ECP 16. The new section would require only one such manager, though it is recommended that the managerial position be upgraded to an Assistant Director position at ECP 17. Additional savings in clerical staff also would be achieved.

DEPARTMENT OF ADMINISTRATIVE SERVICES
HUMAN RESOURCES DIVISION



- ❑ **The existing Assistant Director position would head the new Departmental Services section** (at a reduced pay grade of ECP 17). That section would include the existing Employee Relations function (which would be reduced by one position) and a streamlined countywide HR function that would be led by the Compensation Manager and Employment Staffing Manager. Separate teams of HR specialists would provide services for the Parks/Zoo, Human Services, Public Works and Public Safety functions. It is envisioned that these teams would be deployed into departments and would be led by managers who presently lead HR functions in major departments. These managers currently are classified at ECP 16, and the organizational chart reflects continued classification at that level. However, it is recommended that DHR analyze the job responsibilities associated with these new positions and determine whether this is the appropriate classification.
- ❑ **The Workforce Planning Division would be disbanded and the workforce planning function would be integrated into the Departmental Services function** in order to benefit from direct input from staff who are deployed in departments. This function would continue to be a primary responsibility of the Assistant Director and also would benefit from direct reporting to the DHR Director. This focus by the Assistant Director and Director would ensure that workforce planning continues to be a prominent component of DHR's mission.

As a result of these changes, 11 positions would be abolished and one tax levy-funded position would be transferred to the ERS/Benefits Section, where it would be offset by ERS revenue.

DAS Division of Fiscal Affairs

The Fiscal Affairs Division would consist of three sections: Fiscal and Strategic Services; Accounting; and Risk Management. The Risk Management section would be constituted as it is today. The following describes changes in the areas of Budgeting (which would be renamed Fiscal and Strategic Services) and Accounting.

Fiscal and Strategic Services Section

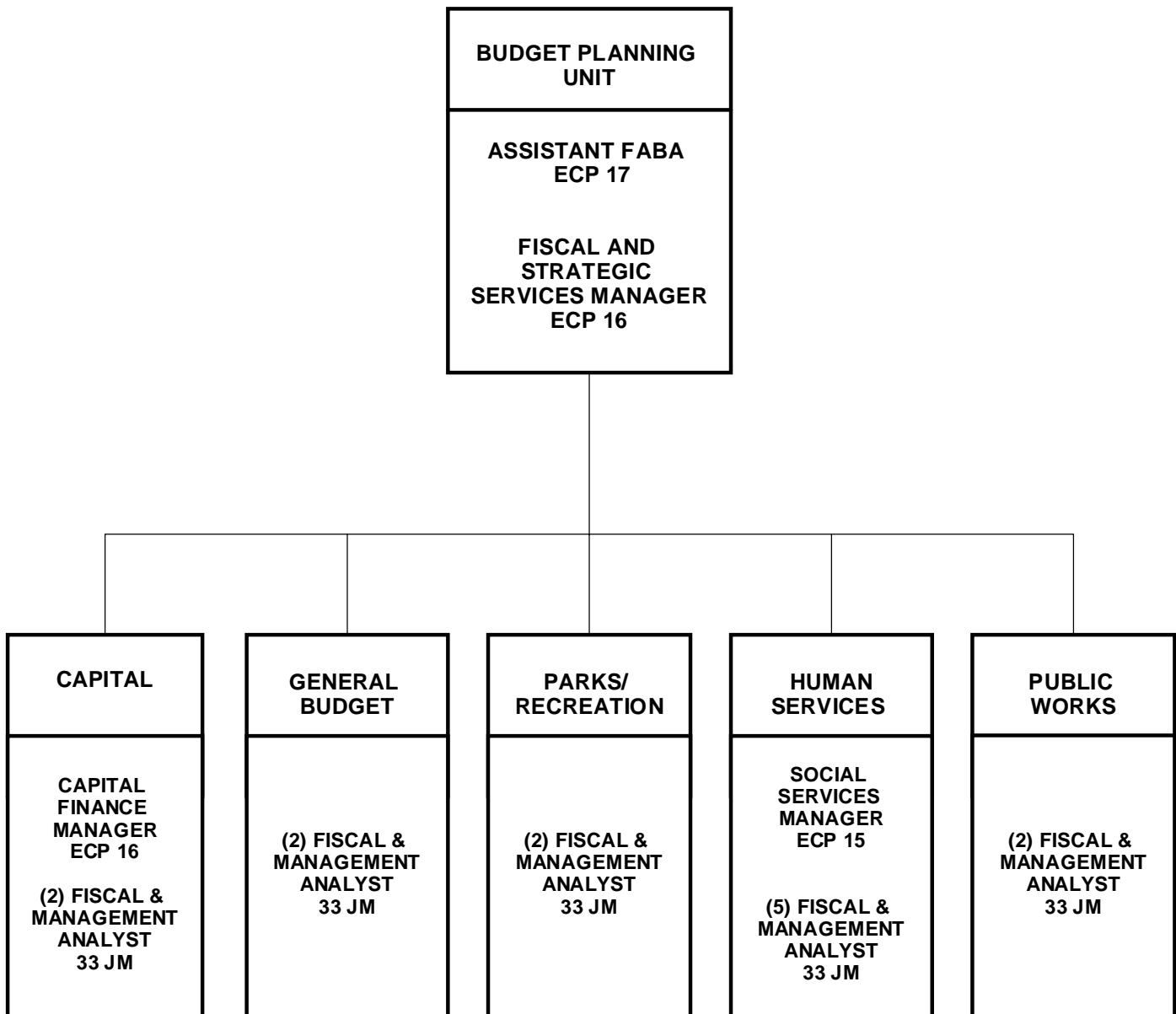
Like DHR, the Fiscal and Strategic Services section would employ the centralized framework suggested by the Department of Audit, but with a few unique twists. An organization chart is provided on the following page.

This section would consist of four teams of fiscal and management analysts who would be deployed into the field to serve the major functional areas of County Government, as well as the existing Capital team. Overseeing these teams would be the Budget Planning unit, which would consist of the Assistant Fiscal and Budget Administrator and Budget Unit Manager (re-titled as "Fiscal and Strategic Services Manager"). The linkage between the budget teams and the Budget Planning unit is intended to ensure that County-wide fiscal realities and strategic planning are incorporated into all aspects of departmental budgeting.

A key variation to the DHR model is the retention of "Business Manager" positions in several County departments. During discussions with the work group, department heads and fiscal staff pointed to the wide variety of duties that are fulfilled by the individuals who are presently titled as departmental fiscal directors or managers (**Attachment I** lists these positions). Most of these individuals essentially serve as business managers who are responsible for assisting

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FISCAL AND STRATEGIC SERVICES SECTION



NOTE: DOES NOT REFLECT CLERICAL STAFF.

department heads not only with oversight and coordination of budgeting and accounting functions, but also with oversight and coordination of other central service functions, including human resources, information technology, procurement and strategic planning.

The work group concluded that **these individuals should remain in their departments to serve as the liaison with the new Department of Administrative Services and to ensure that their departments are receiving the budgeting and other support services they need to fulfill their respective missions. It is recommended that the job titles of these individuals be changed to “Business Manager” and that a standardized job description be developed.** It is also recommended that DHR examine the pay grades attached to these positions and that pay grades be reclassified if necessary in accordance with the revised job responsibilities and the size of the department.

This new framework is designed to produce greater efficiencies and countywide coordination of budgeting responsibilities without sacrificing the specialized budgeting skills that are needed by departments. Budget teams consisting of two fiscal and management analysts (at the 17JM-26JM-33JM career ladder) would be created for the Parks/Recreation and Public Works functions. A six-member team consisting of five analysts and headed by a Budget Manager (ECP 15) would be created for the Human Services function in light of its size and complexity. An additional team consisting of two analysts would be created to assist all other departments. This approach would allow for the abolishment of four positions. In addition, several positions would be reclassified to ensure that all analysts are at the 17JM-26JM-33JM range.

Accounting Section

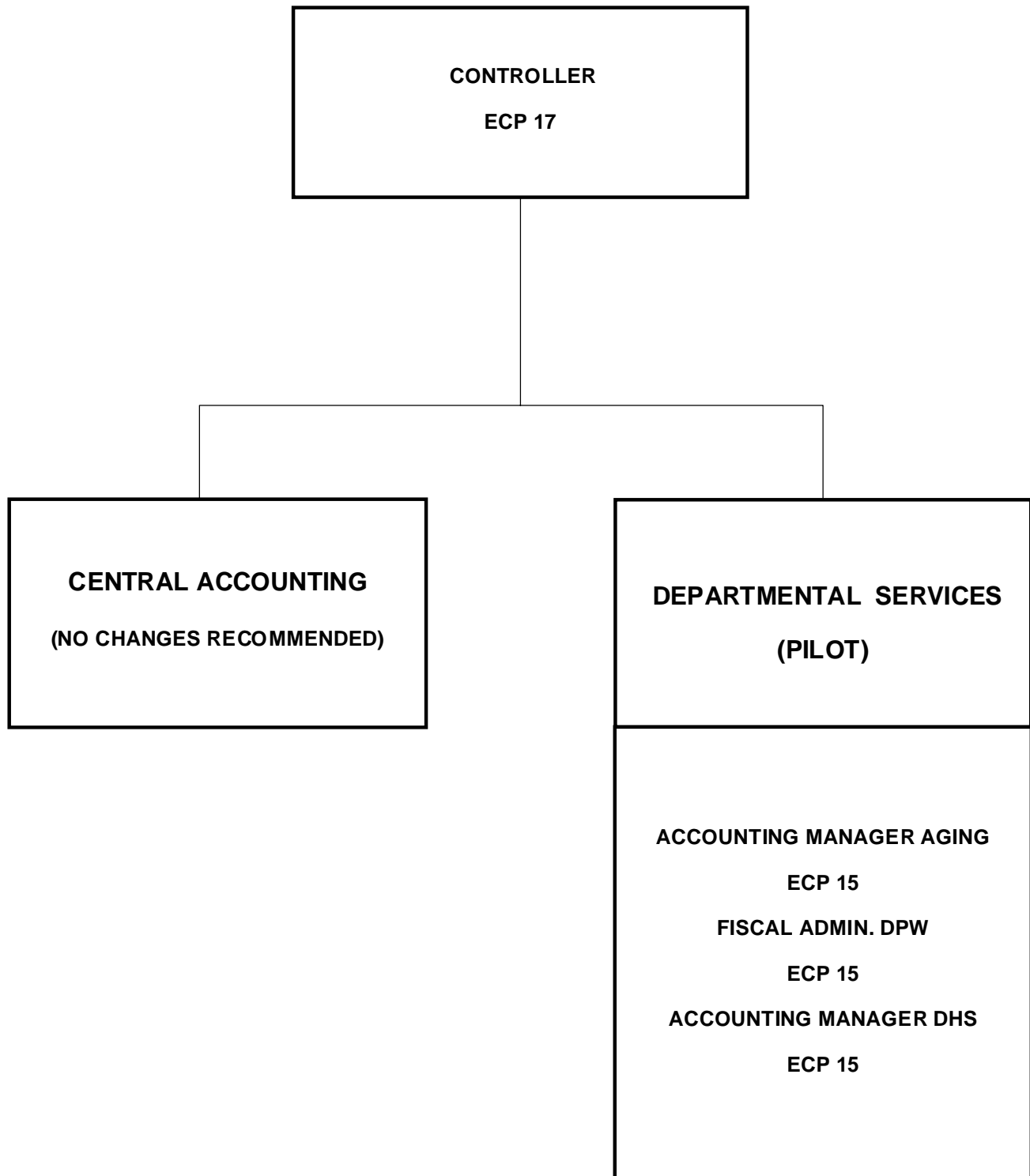
In discussing the Accounting function with the Controller, department heads and departmental accounting staff, the work group heard several conflicting points of view. Some argued for centralization only of accounting managers within the new DAS, others suggested centralization of all accounting support staff, while others urged retention of the existing decentralized model.

In light of the specialized accounting functions required by several departments, the existing decentralized structure for accounting has merit. However, the work group also believes that having all departmental accounting managers report directly to the Controller could result in the promotion of uniform accounting methods throughout the County and a better flow of accounting information between departments and DAS. The work group also concluded that the County likely employs too many accountants, and that centralization could lead to monetary savings by resulting in a downsizing of countywide accounting staff.

The recommended solution to this dilemma is retention of the existing, decentralized accounting structure in all areas except Human Services, Aging and Public Works, where new pilot projects would be launched (an organizational chart depicting this structure is presented on the following page). Under the new pilots, the accounting managers for each of the three functions would report directly to the Controller but would continue to be deployed in their respective departments and work closely with department heads. Each would be classified at ECP 15.

The purpose of the pilot will be to determine whether this change in reporting authority will, in fact, lead to better coordination with central accounting staff, improved fiscal reporting, and other accounting improvements. A secondary objective of the pilot is to determine whether the performance of lower level accounting staff might be improved with better coordination and

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ACCOUNTING SECTION



oversight by the Controller and, if so, whether some positions might be abolished. Overriding both of these objectives is the hope that central accounting staff can work with departmental accounting staff to improve departmental accounting operations.

DAS Division of Procurement and Disadvantaged Business Development

As noted earlier, it is recommended that the existing DBD Division, which was placed under the jurisdiction of DOA in the 2002 Budget, be folded into the Division of Procurement to form a new Division of Procurement and Disadvantaged Business Development. Under this new structure – which is depicted in an organizational chart on page 11 – the Division would consist of a DBD Section and a Purchasing Section, each of which would be overseen by the Director of Procurement/DBD at ECP 16 and an Assistant Purchasing/DBD Administrator at ECP 15. As a result of this consolidation, an ECP 16 position and two ECP 15 positions would be abolished.

From a programmatic standpoint, it is believed that the DBD function would have the potential to operate more effectively and efficiently in light of the strong synergy that exists between DBD and purchasing activities. The Director of Procurement/DBD would have direct oversight over both activities and could actively promote better coordination between them. Ultimate oversight would remain with the DAS Director, which would ensure that the overall importance of the DBD program within the realm of Administrative Services would remain strong. Placing the DBD function in DAS also would maintain the relationship between that function and capital budgeting.

DAS Division of Information Management Services

It is recommended that the centralization of all Information Technology (IT) personnel countywide – which has been ongoing for the past several years – essentially be completed in the 2003 Budget. It is further recommended that the “team” approach proposed for DHR and Budgeting be applied to IMSD, but with a geographical (rather than functional) approach.

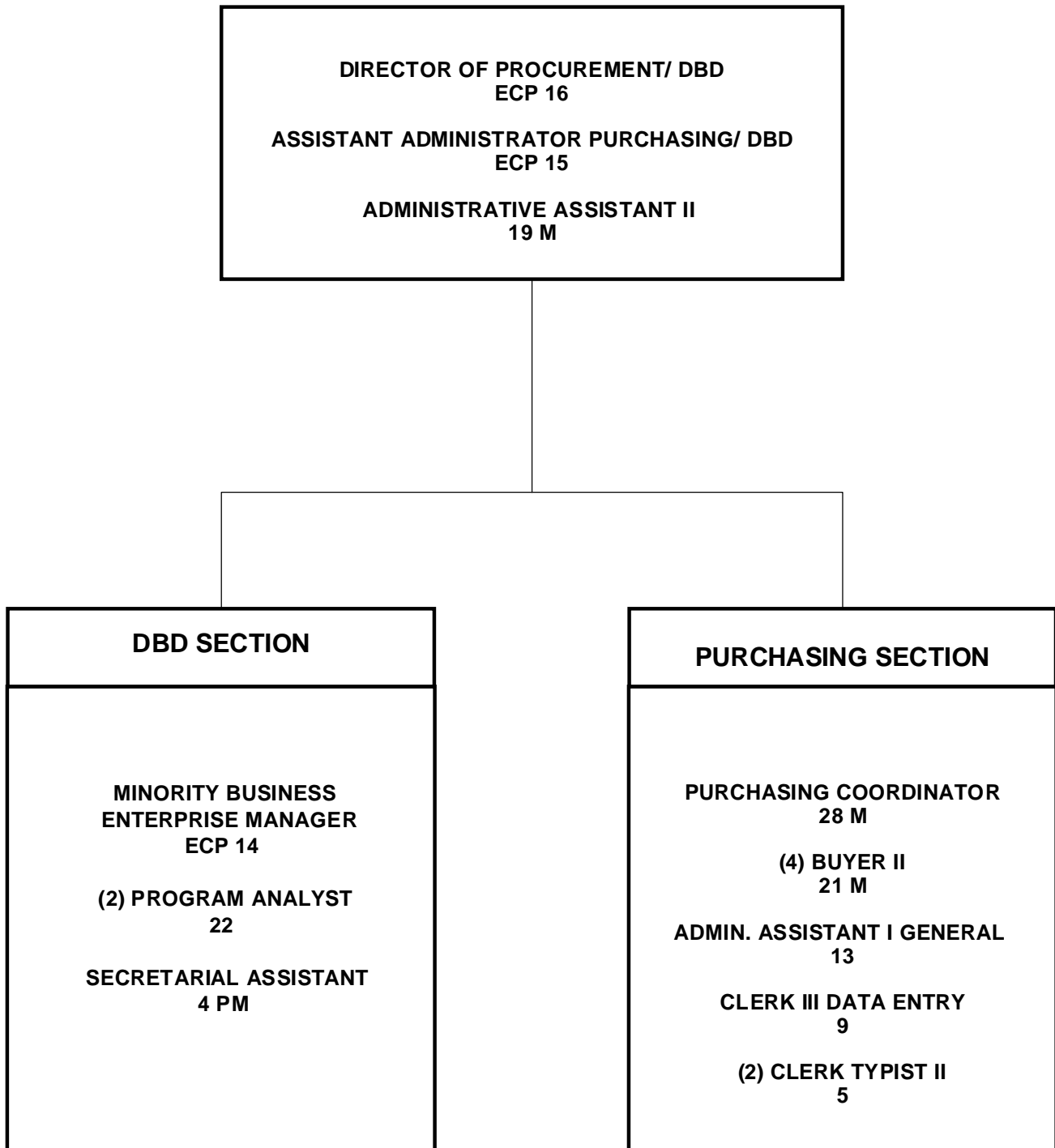
An effort to centralize all IT personnel in IMSD was initiated in 1997 and has continued through the 2002 Budget. This effort has focused primarily on centralizing staff whose jobs were largely technical in nature while retaining in major departments those individuals who serve an “information resource coordinator” role. This role generally entails serving as liaison between the department and IMSD and coordinating department-specific networks and/or IT activities.

According to IMSD, there are 12 IT positions still in existence in County departments that could logically be transferred to IMSD, as follows:

- Aging (4)
- Child Support Enforcement (1)
- Courts (2)
- District Attorney (2)
- Department of Human Resources (1)
- Medical Examiner (1)
- Parks (1)

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PROCUREMENT / DBD DIVISION



NOTE: REFLECTS POSITIONS FILLED AS OF 7-2-02.

It is recommended that each of the positions cited above be transferred to IMSD, with the exception of the Courts and District Attorney's positions. It is recommended that those positions – as well as the six IT positions that currently exist in the Sheriff's Department – be retained in their respective departments due to the specialized nature of their work.

In addition, the work group has identified three positions in major departments that serve an "information resource coordinator" function. It is recommended that these individuals also be transferred to IMSD, and that they be re-deployed into their respective departments to fulfill an enhanced information resource coordinator role based on their geographic location. This approach (which is depicted on the organizational chart on the following page) would be structured as follows:

- The individual who is currently serving the Department of Human Resources also would serve other departments and divisions located at the Courthouse and 12th and Vliet.
- The individual who is currently serving the Behavioral Health Division also would serve Delinquency Services and County Health Related Programs.
- There is currently a vacant position of Management Information Systems Coordinator within the Department of Aging, with funds allocated instead to a consultant to provide IT coordination. The consulting arrangement would be discontinued, while the vacant position would be transferred to IMSD and reclassified as an Information Resource Coordinator who would serve Aging and other County operations at Schlitz Park.
- Two individuals currently employed by IMSD would be re-assigned (and potentially reclassified) to serve as Information Resource Coordinator for the remaining two geographical areas: Parks Department, Zoo, Highway Maintenance and Fleet Management; and City Campus (including the remainder of DPW).

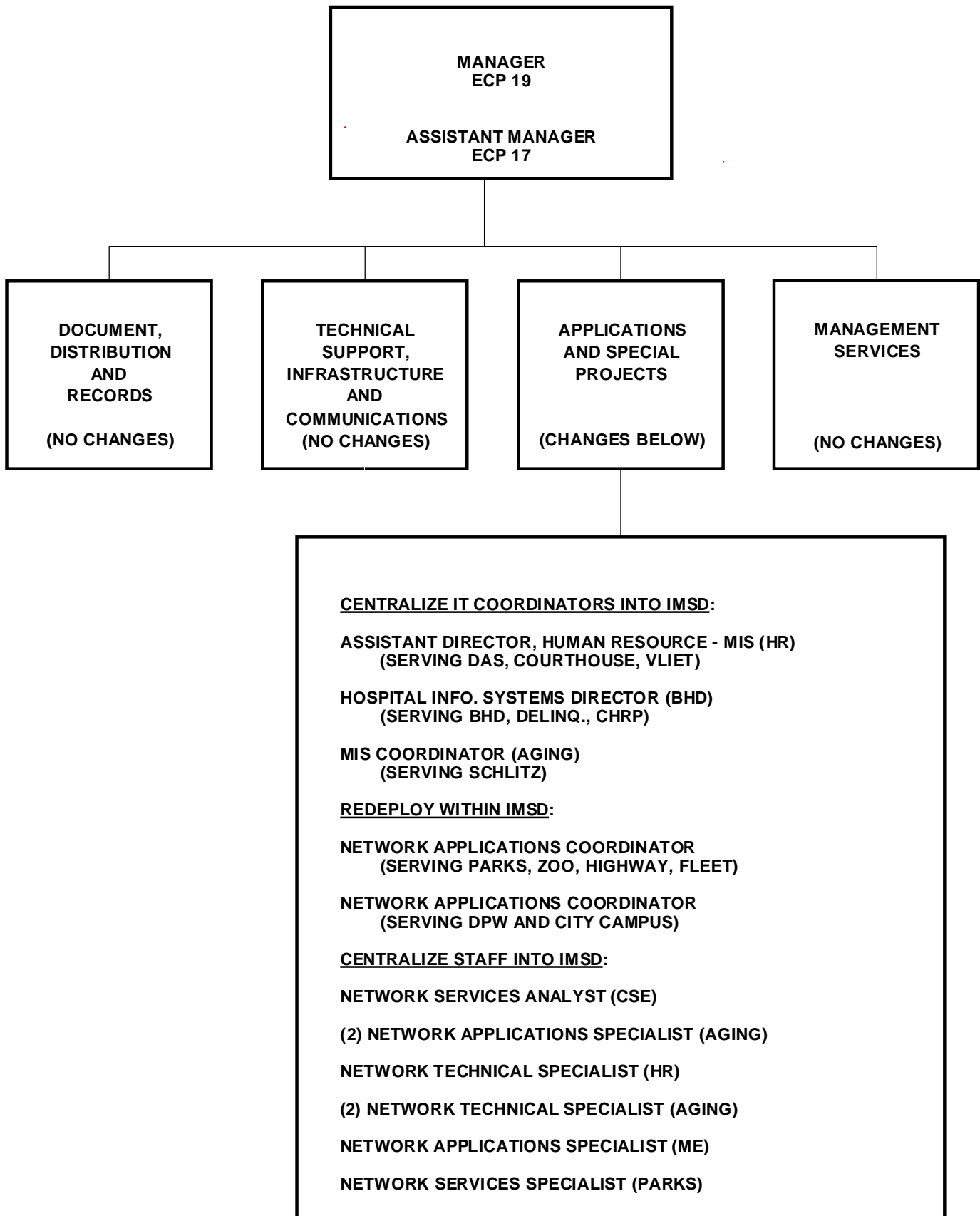
It is recommended that a standardized job title and job description be developed for these Information Resource Coordinator positions and that DHR analyze the job responsibilities associated with these positions in order to determine an appropriate pay grade.

DEPARTMENT OF ADMINISTRATIVE SERVICES – FISCAL IMPACT

Based on a full 2003 calendar year, the DAS reorganization results in an estimated expenditure reduction of \$1,379,863, a revenue reduction of \$124,801, and a tax levy savings of \$1,255,062.

Attachment II delineates specific position actions that are the basis of this estimated fiscal note. It is important to note that this attachment detail was done for illustrative purposes and to enable the calculation of a fiscal note. For example, there are several instances in which abolishment of one position from a pool of several similar positions is recommended, and there are others in which it is recommended that two divisions be merged and that only one of the top managerial positions be retained. In such instances, while a particular assumption may have been made for purposes of calculating the fiscal note, it must be recognized that the specific personnel actions that are necessary to implement the recommendation are the responsibility of department heads.

DEPARTMENT OF ADMINISTRATIVE SERVICES
INFORMATION MANAGEMENT SERVICES DIVISION



The revenue reductions reflect abolished positions that were partially offset with revenue. For transferred positions, it is assumed that revenues that may be related to a specific position will follow that position when it is transferred to the DAS, as positions will be performing services for departments that may have revenue streams. The mechanism for obtaining those revenues has not been determined.

Additional savings are anticipated – but not included in the fiscal note – from the recommended classification studies of various positions, including Business Managers, Human Resources “team” managers and Information Resource Coordinators.

It should also be noted that this fiscal note is an estimate based on calendar year 2003 salary rates. It does not take into consideration budgeted lump sum salary reductions, “bumping” related to layoffs, potential 90-day notice/payouts, potential health care savings or costs, potential unemployment compensation, impacts on the pension system should individuals choose to retire, and/or sick leave payouts.

Finally, policymakers are urged to recognize that in order to accrue the full 2003 calendar year savings, the reorganization would need to be implemented during 2002, so that potential additional costs related to appropriate employee notice, potential payouts, unemployment compensation, sick leave payouts, etc. could occur in 2002.

ADMINISTRATIVE RULES AND PROCEDURES

To be truly effective, realignment of administrative services also requires streamlined processes. Many of the rules and procedures used to administer Milwaukee County government have developed in response to instances of real or perceived abuse of discretion. The effect has been the accumulation of inefficient activities that should no longer be sustained. In some instances, rules and procedures can be abolished with little impact on accountability. Overall, the culture will be required to shift from accountability based on bureaucratic and legislative review to accountability grounded in results and integrity.

There are several key areas where process improvements could be most productive. Some changes will also be facilitated by the transfer of positions from a role of monitoring service delivery to actually providing services. Others will result in more limited review by administrative staff and the County Board. Some changes will require more time to effect than others. Specific recommendations include:

Human Resources

- Delegate decision-making authority to the Human Resources teams deployed to operating departments. Eliminate the need for written approval of routine Human Resource decisions by central administrators.
- Implement recommendations of May 2002 audit of the hiring process.
- Continue efforts to reduce the number of classification titles in a manner that meets the needs of operating departments.

- Consider the impact of Personnel Review Board and Civil Service Commission appointments on the general culture of accountability. Appoint members who will be willing to support a higher standard of performance.
- Adopt a resolution calling for an audit of the grievance and discipline processes.
- Lift the hiring freeze and require departments to live within salary budgets.
- Eliminate report on positions vacant for more than one year. Restructure position control system to focus on salary budget line control rather than position control.
- Provide on-line access to retirement planning calculations as an alternative to personal interviews.
- Explore creation of a countywide clerical pool to provide clerical services on a shared basis to all County departments.
- Allow flexibility for departments to create and abolish positions as long as such actions are consistent with the overall mission of the department and County policies and as long as any new positions to be created are within the existing departmental budget.

Budgeting

- Explore a biennial budget process to facilitate multi-year decision-making and reduce resources devoted to budget development.
- Seek an opinion on delegation of appropriation transfer reviews to the Department of Administrative Services. If necessary, seek legislation authorizing the delegation.
- Continue to explore changes in State statutes to give County flexibility in utilizing a Tax Stabilization Fund, applying its year-end surplus/deficit and conducting overall fiscal management.
- Include ongoing professional services contract, lease and revenue contract approvals in operating budgets.
- Eliminate activity statistics or incorporate the data into outcome information presented in budgets.
- Increase deficit reporting limit to \$100,000. Base the projections on net shortfalls. Require reporting to DOA (DAS). Require DOA (DAS) to report on projections in June and October Board cycles or as needed.
- Simplify process for capturing revenues through "cross charges".
- Continue to explore consolidation of similar County functions, including functions within the Department of Public Works and Parks Department, and public service functions provided by the Treasurer, County Clerk and Register of Deeds.

Information Technology

- Reorganize the Information Technology Council to consist primarily of departmental “business managers” to address high-level countywide IT priorities.
- Ensure that any future major IT project cannot go forward without consideration of internal process improvements.

Accounting

- Consolidate all payment systems (e.g. SCRIPTS, manual checks) into the County’s accounts payable system.
- Continue to pursue integration or coordination of stand-alone systems (e.g. Zoo point-of-sale) into the County’s automated accounting system.
- Streamline the petty cash (imprest fund) ordinance to eliminate the need for separate Ordinance and fund transfer legislation.

Purchasing / Contracting

- Increase limit for “buyer discretion” purchases from \$5,000 to \$10,000.
- Increase purchasing card limit from \$1,000 to \$2,000.
- Transfer authority for transit capital project purchases to the Milwaukee County Transit System.
- Empower Fleet Management to conduct the surplus equipment auction.
- Reduce the number of signatures required on contracts by consolidating sign-off by Risk Management and Disadvantaged Business into one sign-off by the Department of Administrative Services. Require this sign-off only for contracts of \$50,000 or more unless standard contract language will not be used.
- Authorize departments and DBD to accept certification by Federal, State or City agencies as evidence of DBD status.
- Authorize travel purchases at the best available price rather than from required agents.
- Revise Chapter 32 to provide more flexibility for departments on bids and declaration of emergency purchases.

County Board

- Discourage written informational reports to the County Board from being scheduled for Committee meetings.

- Authorize Corporation Counsel to settle claims up to \$5,000 instead of the current limit of \$500. Require that an informational report be provided to the Board on all settlements.
- Encourage action on routine policy items by only **one** committee. As a major step to reducing duplication, consolidate the Finance and Audit Committee with the Personnel Committee. Consider additional committee consolidation in accordance with future departmental re-organizations.
- Increase County Board contract approval limit from \$20,000 to \$50,000 for any contract not approved in the budget. Require that all contracts be reported to the Board for information only. Hold department heads accountable if inappropriate contract is entered into.
- Schedule committee meetings in a manner that requires fewer administrators to spend the entire day waiting for agenda items.
- Establish general parameters for grant funding applications and eliminate the need for approval prior to application.

CUSTOMER SERVICE AND ACCOUNTABILITY

Resolution File No. 02-281 directed staff to develop recommendations “for ensuring that the Department of Administrative Services will be accountable for the provision of high-quality services, and that performance measurement will take place involving customer surveys and other appropriate tools”. Two strategies are recommended to comply with this directive:

1. The Department of Administrative Services should negotiate reciprocal service agreements with each department for which it will be providing human resources, budgeting, information technology and procurement services (similar to those recently launched by IMSD). The service agreement would outline both the level of service that each department should expect from DAS for each relevant function – including areas such as timeliness, staffing commitment and quality of service – and the responsibilities that departments should undertake to cooperate with DAS. These agreements not only would provide benchmarks upon which the performance of DAS could be measured and for which it could be held accountable, but they also would ensure that departments do not have unrealistic expectations that fail to take into account the competing demands on DAS and its staff resources.
2. The Department of Audit should be assigned the responsibility of developing and conducting a customer satisfaction survey that will measure the performance of DAS in meeting its customers’ expectations. The survey should be conducted every six months with survey results reported to the County Executive and the Committee on Finance and Audit.

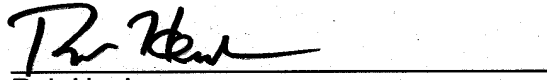
Several departments expressed a desire to participate in decisions regarding the hiring of the staff persons who would provide their administrative services, as well as decisions regarding the distribution of workload among the individuals who would be serving functional areas under the "team" approach. The work group believes that such participation from departments is warranted and recommends that this issue be covered in both the reciprocal service agreements and the Department of Audit surveys.

RECOMMENDATION

It is recommended that this report be referred to the Committee on Finance and Audit and that the Committee recommend approval of the proposed Department of Administration as described herein for immediate implementation. It is further recommended that staff be directed to pursue implementation of recommended changes to administrative rules and procedures.


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County Board Director of Research

- p.c. County Board of Supervisors
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Susan Baldwin, Director, Parks Department
Stephanie Sue Stein, Director, Department on Aging
Charles Wikenhauser, Director, Zoo
John Hayes, Director, Child Support Enforcement
Tom Kenney, Deputy Director, Department of Public Works
Michael Skwierawski, Chief Judge
John Barrett, Clerk of Circuit Court
David Clarke, Jr., Sheriff
Kevin Carr, Sheriff's Department Bureau Director
Ronald Malone, Superintendent House of Correction
Jon Priebe, Fiscal Manager, Sheriff's Department and House of Correction
James Martin, Deputy District Attorney
Julious Hulbert, Associate Director, Department of Public Works
Chet Zurawik, Deputy Highway Commissioner
Dennis Weedall, Deputy Director, Parks-Finance/Administration
Grant Dobberfuhl, Deputy Zoo Director-Administration/Finance

Jim Hill, Deputy Director, Department of Human Services
Michael Kreuser, Administrator, Behavioral Health-Mgmt. Services Division
Chuck Brotz, Budget Manager, Department of Human Services
George Searing, Assistant Director, Department on Aging
Gennie Kocourek, Director, Information Management Services Division
Pinkey Buford, Purchasing Administrator, Procurement Division
David Stokes, Director, Disadvantaged Business Development Section
David Zepecki, Director, Economic Development Division
Nancy Olson, Director, Housing & Community Development Division
Don Natzke, Director, Office for Persons with Disabilities
Paula Lucey, Director, County Health Related Programs
James Eggers, Human Resources Manager, Department of Public Works
Ann Moore, Director, Behavioral Health-Human Resources Division
Jean Gmeindl, Human Resources, Clerk of Courts
Minnie Linyear, Human Resources, Sheriffs Department
Greg McKinstry, Human Resources, Parks Department
Candace Richards, Human Resources, Department of Human Services
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Anne Szczygiel, DoA Fiscal Affairs Division
Rick Ceschin, County Board Research Analyst
Scott Manske, Controller
DoA Budget Staff

Attachments

ATTACHMENT I

“BUSINESS MANAGER” POSITIONS IN COUNTY DEPARTMENTS

<u>Org. Unit</u>	<u>Department</u>	<u>Position Title</u>	<u>Pay Range</u>
1131	Corporation Counsel	Fiscal & Mgmt. Coordinator	32M
1163	IMSD	Accountant 4 (NR)	25M
2420/2690	Family Court	Admin. Assistant III	24M
2430	Child Support Enforcement	Manager Operations	ECP 16
2811	Courts Administration	Fiscal Operations Mgr.	ECP 16
4000	Sheriff/HOC	Fiscal Administrator	ECP 17
4500	District Attorney	Deputy District Attorney	NA
4900	Medical Examiner	Administrative Manager	ECP 14
5041	Airport	Deputy Director/Finance & Admin.	ECP 17
5800	DPW Administration	Associate Director Admin.	ECP 18
6552	Behavioral Health Division	Associate Administrator – Fiscal	ECP 18
7210	CHRP	Accounting Manager	ECP 15
7912	Aging	Assistant Director – Fiscal	ECP 16
8100	Human Services	Deputy Director	ECP 19
9020	Parks	Deputy Director/Finance & Admin.	ECP 18
9552	Zoo	Deputy Director/Admin. & Finance	ECP 17

Attachment 2

Division	Dept.	Dept Name	Position Title	PR	Action	Salary	Soc Sec	Total
Budget	5080	DPW - A&E	Fiscal and Budget Manager A&E	915E	Abolish	(73,948)	(5,660)	(79,608)
Budget	8000	Human Services	Budget Analyst 3	26M	Abolish	(53,988)	(4,130)	(58,118)
Budget	8000	Human Services	Fiscal Analyst ASD	24M	Abolish	(45,075)	(3,448)	(48,523)
Budget	9000	Parks	Budget Manager	915E	Abolish	(73,948)	(5,660)	(79,608)
Budget	5100	DPW - Hwy	Fiscal and Budget Manager Hwy	915E	Transfer & Recl to 33JM	1,909	146	2,055
Budget	6300	Mental Health	Accountant 4 - Hospital	25M	Transfer & Recl to 33JM	0	0	0
Budget	7900	Aging	Budget Manager (Aging)	915E	Transfer & Recl to 33JM	(332)	(28)	(360)
Budget	8000	Human Services	Budget Analyst 2	22M	Transfer & Recl to 33JM	0	0	0
Budget	8000	Human Services	Budget Analyst 3	26M	Transfer & Recl to 33JM	0	0	0
Budget	9000	Parks	Park Operations Analyst 2	22M	Transfer & Recl to 33JM	0	0	0
Budget	8000	Human Services	Budget Manager - DSS	915E	Transfer	0	0	0
DBD	1040	Disadv. Business	Director, Disadv.Business Dev.	916E	Abolish	(79,258)	(6,054)	(85,312)
DBD	1040	Disadv. Business	Joint Cert Program Administrator	915E	Abolish	(72,520)	(5,546)	(78,066)
HR	1140	Human Resources	Human Resources Coordinator	30M	Abolish	(58,374)	(4,464)	(62,838)
HR	1140	Human Resources	Policy Coordinator	30M	Abolish	(64,480)	(4,936)	(69,416)
HR	1140	Human Resources	Clerical Specialist (HR)	5PM	Abolish	(36,442)	(2,792)	(39,234)
HR	1140	Human Resources	Clerical Assistant I (NR)	3PM	Abolish	(30,359)	(2,319)	(32,678)
HR	1140	Human Resources	Human Resources Analyst 2	22M	Abolish	(43,576)	(3,333)	(46,909)
HR	1140	Human Resources	Retire. Manager or Emp Benef Mgr	916E	Abolish	(83,260)	(6,366)	(89,626)
HR	1140	Human Resources	Administrative Specialist	7PM	Abolish	(43,170)	(3,300)	(46,470)
HR	1140	Human Resources	Human Resource Specialist	25M	Abolish	(48,324)	(3,700)	(52,024)
HR	2430	Child Support Enf	Human Resources Coordinator(CSE)	30M	Abolish	(64,480)	(4,936)	(69,416)
HR	8000	Human Services	Management Assistant	6PM	Abolish	(36,805)	(2,812)	(39,617)
HR	8000	Human Services	Asst Hum Res. Mgr (WDSS-MB)	915E	Abolish	(72,520)	(5,546)	(78,066)
HR	8000	Human Services	Management Assistant	6PM	Transfer	0	0	0
HR	8000	Human Services	Human Resource Manager	916E	Transfer	0	0	0
HR	9000	Parks	Human Resource Manager	916E	Transfer	0	0	0
HR	9000	Parks	Human Resource Analyst 2	22M	Transfer	0	0	0
HR	6300	Mental Health	Human Resource Coordinator (MHD)	30M	Transfer	0	0	0
HR	6300	Mental Health	Management Assistant (HR)	6PM	Transfer	0	0	0
HR	6300	Mental Health	Management Assistant (HR)	6PM	Transfer	0	0	0
HR	5800	DPW	Human Resource Manager	916E	Transfer	0	0	0
HR	4000	Sheriff	Human Resource Manager	916E	Transfer	0	0	0
HR	4000	Sheriff	Human Resources Coord Sheriff	30M	Transfer	0	0	0
HR	4000	Sheriff	Management Assistant (HR)	6PM	Transfer	0	0	0
HR	9500	Zoo	Human Resources Coordinator	30M	Transfer	0	0	0
HR	9500	Zoo	Management Assistant (HR)	6PM	Transfer	0	0	0
HR	2000	Courts	Human Resources Manager Cts	914E	Transfer	0	0	0
HR	5800	DPW - Admin	Management Assistant (HR)	6PM	Transfer	0	0	0
HR	7900	Aging	Human Resources Coor (Aging)	30M	Transfer	0	0	0

Attachment 2

Division	Dept.	Dept Name	Position Title	PR	Action	Salary	Soc Sec	Total
HR	1140	Human Resources	Human Resource Specialist ES/C	25M	Transfer to ERS	(50,050)	(3,830)	(53,880)
HR	1140	Human Resources	Deputy Director Human Resources	918E	Reclass to 917E	(7,991)	0	(7,991)
HR	1140	Human Resources	Director, Dept of Human Resources	920E	Reclass to 919E	(981)	(923)	(1,904)
HR	1140	Human Resources	Employee Benefits Servs Mgr	916E	Reclass to 917E	3,685	285	3,970
IT	6300	Mental Health	Hosp Info Syst Dir - MHC	915E	Transfer	0	0	0
IT	1140	Human Resources	Asst. Dir, HR - Man. Info Systems	916E	Transfer	0	0	0
IT	1140	Human Resources	Network Technical Specialist (HR)	21DM	Transfer	0	0	0
IT	2430	Child Support Enf	Network Services Analyst	20M	Transfer	0	0	0
IT	7900	Aging	MIS Coordinator (Aging)	23M	Transfer	0	0	0
IT	7900	Aging	Network Applications Specialist	18M	Transfer	0	0	0
IT	7900	Aging	Network Applications Specialist	18M	Transfer	0	0	0
IT	7900	Aging	Network Technical Specialist (Aging)	24DM	Transfer	0	0	0
IT	7900	Aging	Network Technical Specialist (Aging)	24DM	Transfer	0	0	0
IT	4900	Medical Examiner	Network Applications Specialist (ME)	18M	Transfer	0	0	0
IT	9000	Parks	Network Services Specialist (Parks)	26RM	Transfer	0	0	0
Labor	1135	Labor Relations	Assistant Dir. Labor Relations	918E	Abolish	(105,284)	(6,802)	(112,086)
Labor	1135	Labor Relations	Director, Labor Relations	919E	Reclass to 916E	(35,102)	(618)	(35,720)
Labor	5800	DPW - Admin	Human Resources Coordinator	30M	Transfer to DHR -LR	0	0	0
Procurem.	1152	Procurement	Standards Coordinator	915E	Abolish	(68,260)	(5,222)	(73,482)
Acctg	5800	DPW - Admin	Fiscal Admin (DPW)	916E	Transfer & Recl to 915	(5,311)	(397)	(5,708)
Acctg	6300	Mental Health	Accounting Manager (DSS)	915E	Transfer	0	0	0
Acctg	7900	Aging	Accounting Manager (Aging)	915E	Transfer	0	0	0
Disabilities	1018	Disabilities	Secretary	05PM	Abolish	(36,440)	(2,788)	(39,228)
Disabilities	1018	Disabilities	Adm Sec Comm Comp Coord	27M	Transfer	0	0	0
Disabilities	1018	Disabilities	Adm Sec Job Accom Coord	23M	Transfer	0	0	0
Disabilities	1018	Disabilities	Adm Sec Transit Srv Coord	20M	Transfer	0	0	0
Disabilities	1018	Disabilities	Adm Sec Dir Off PWD	915E	Transfer	0	0	0
Disabilities	1018	Disabilities	Asst Dir Off/Handicapped	27M	Transfer	0	0	0
Disabilities	1018	Disabilities	Adm Sec. CIHI	16M	Transfer	0	0	0
TOTAL EXPS						(1,284,684)	(95,179)	(1,379,863)
TOTAL REVS								(124,801)
TAX LEVY								(1,255,062)

- Notes: 1) 33JM is a career ladder. Transfers will be placed in appropriate tier of career ladder
2) Reflects positions that are transferred from other departments into DoA/DAS.
3) Only reflects DHR positions that are transferred into DHR from other departments.
4) Revenue loss is from abolished positions in DHS and Child Support Enforcement.
5) DHR position transferred to ERS is offset with Retirement System revenue.